

INDEX

- acquisitions, innovation and, 55
- actions: creative combination phase, 142;
rapid appraisal phase, 138–139;
what-works scan phase, 140–141
- adrenalin, effects of, 68
- aftercare, effectiveness of, 65–66
- Altshuller, Genrich Saulovich, 106
- analysis: gap, 118–119; meta-analysis,
32; partial, 129; problem statement
and, 27; as strategy method,
111–112
- anxiety, managing with creative strategy,
68–69
- The Anxiety of Influence*, 150
- art: as creative method, 88–90; as source
for creative strategy, 149–150
- The Art of Happiness*, 147
- The Art of Innovation*, 98–99
- The Art of War*, 147
- Asian philosophy, as source for creative
strategy, 147
- assembly line technique, 33
- Bacon, Roger, 127–128
- Bain & Company consulting firm, 77
- Balanced Scorecard*, 82–83
- Banker to the Poor*, 149
- Begley, Sharon, 145, 147
- benchmarking: defined, 36–37; overview,
78; problem solving and, 49
- Benz, Karl, 33
- Berger, Lisa, 145
- Bhagavad Gita*, 147
- Bloom, Harold, 150
- Bloomberg, Michael, 64
- blue ocean strategy, 112–114
- Boeing employee innovation teams, 57
- Bossidy, Larry, 117
- “Brain Magnetic Resonance Imaging
with Contrast Depending on Blood
Oxygenation”, 145
- brainstorming: general discussion, 73–76;
IDEO, 98–100; innovation and, 24;
mind mapping, 101–102; problem
solving and, 50; reverse, 56

- Branch, Taylor, 149
- Bravo, Rose Marie, 148
- Brin, Sergey, 108
- Buddhism, 147
- Business Model Generation*, 94
- business model innovation: overview, 60–62; as source for creative strategy, 147–148
- The Case Method of Instruction*, 151
- case method strategy, 114–115
- Chambers, Robert, 149
- Champy, James, 84
- “Change and the Entrepreneur”, 148
- change management, 83–85
- Charan, Ram, 117
- Chesbrough, Henry, 90
- Christensen, Clayton, 121
- Clausewitz, Carl von, 10–11, 146
- Clausewitz in the Twentieth Century*, 146
- “Cognitive Neuroscience and the Study of Memory”, 145
- collaboration, as creative method, 90–91
- Collins, Jim, 119–121
- communities of practice, 54
- Competing for the Future*, 85, 112
- competitive strategy, 91–92, 115–116
- contingency planning, 127
- core competencies, 85–86
- cortisol, effects of, 68
- coup d’oeil stage, strategic intuition, 11
- Covey, Steven, 119
- creative combination phase: actions, 142; defined, 135; insight matrix, 137; overview, 40–45; participants, 142; purpose, 142; workshop agenda, 142–143
- creative methods: art, 88–90; collaboration, 90–91; competition, 91–92; customer insights, 93–94; Design for Six Sigma, 95–96; design thinking, 94–95; divergent thinking, 96–97; Dragon’s Den, 92–93; gut instinct, 97–98; IDEO, 98–100; imagination, 100–101; mind mapping, 101–102; Not-Invented-Here, 102; overview, 88; play, 102–103; Research and Development, 103; SIT, 106–107; Six Thinking Hats, 103–104; time off, 104; trial and error, 104–105; TRIZ, 106–107; workplace, 107–108; youth, 109–110
- creative strategy: creative combination phase, 40–45, 135, 142–143; creative strategy team, 133; innovation leaders, 134; innovation staff, 134; insight matrix, 135–137; key informants, 134; overview, 12–15, 133; rapid appraisal phase, 13, 22–31, 135, 138–139; what-works scan phase, 14–15, 32–39, 135, 137, 140–141
- creative strategy team, 43–45, 133
- Creativity in Product Innovation*, 106–107
- critical thinking strategy, 116–117
- CRM (customer relationship management), 81–82
- cross-group solution teams, 54
- Crotonville method, GE, 26
- crowdsourcing, 90
- customer insights: as creative method, 93–94; customer focus groups, 81–82
- customer relationship management (CRM), 81–82
- customer segmentation, 86–87
- customer trials, 82
- Cutler, Howard, 147
- Dalai Lama, 147
- Dao De Jing*, 147
- Daoism, 147
- data: rapid appraisal phase, 138–139; what-works scan phase, 140
- de Bono, Edward, 103–104
- decision tree, 123
- deliberate innovation strategy, 122
- Democracy and Education*, 150
- Design for Six Sigma (DFSS), 95–96

- design thinking, 94–95
 Dewey, John, 150–151
 DFSS (Design for Six Sigma), 95–96
 discovery-driven planning, 122
 divergent thinking, 96–97
 documents: rapid appraisal phase,
 138–139; what-works scan phase, 140
 Dohrmann, Jay, 57–58
 Dragon’s Den creative method, 92–93
 Drucker, Peter, 124–125
 dual model, human brain, 7–8
 Duggan, William, 145
- Edelman, Gerald, 145
 Edison, Thomas, 49, 105
 education, as source for creative strategy,
 150–152
 Einstein, Albert, 109, 145
The Element, 90
 Eliot, T.S., 150
 Ellsworth, Lynn, 65–66
 emergent innovation strategy, 122
 Emerging Business Organization, 62
 entrepreneurial innovation, 62–63
 Erickson, Jim, 148
 evidence, rapid appraisal phase, 139
 examples from history stage, strategic
 intuition, 10
 excessive focus, strategic intuition
 and, 10
 execution of strategy, 117
*Execution: The Discipline of Getting
 Things Done*, 117
Experience and Education, 150–151
 experiments, as creative method, 105
 expert intuition, 9, 97–98
 experts, using as creative strategy, 118
- Ford, Henry, 33
 functional innovation, 60
- gap analysis, 118–119
 GE (General Electric): creative
 combination phase, 42; rapid
 appraisal phase, 25–28; what-works
 scan phase, 38
 Gerstner, Louis, 61–62, 80–81, 148
 Ghemawat, Pankaj, 116
 “good-enough” ranking, what-works
 scan phase, 35
Good to Great, 119–121
 Google: business innovation model,
 62; using play to promote creativity,
 102–103; using time off to promote
 creativity, 104
The Google Guys, 148
The Google Story, 108
 Gordon, Barry, 145
 Grameen Bank, 64
 Greenblatt, Stephen, 149
Grinding It Out, 148
 groupthink, 75–76
 gut instinct, 97–98
- Hamel, Gary, 85, 112
 Hammer, Michael, 84
Handbook of Intuition Research, 145
Hard Drive, 148
 “hard/soft” sequence, human
 brain, 8
 Hargadon, Andrew, 99
 harsh criticism, innovative ideas,
 92–93
 Harvard case method, 150–151
 Hastings, Reed, 16–21
 Herberg-Rothe, Andreas, 146
 Hinduism, 147
How Breakthroughs Happen, 99
 hybridization, orbital, 76
- IBM, 61–62, 80–81
 Ideation design method, 94
 identification, rapid appraisal
 phase, 138
 IDEO design firm, 98–100
 imagination, as creative method,
 100–101
 incubators, 54

- innovation, 59–69; acquisitions and, 55; brainstorming and, 24; business model, 60–62; entrepreneurial, 62–63; functional, 60; metrics and, 54–55; overview, 59; personal, 66–69; product, 59–60; reverse brainstorming, 56; services, 59–60; social, 63–66; structures and procedures, 53–58
- innovation councils, 53
- innovation leaders, 43, 134
- Innovation Point consulting firm, 53–54
- innovation staff, 43, 134
- The Innovator's Dilemma*, 121
- The Innovator's Solution*, 112, 121–122
- inside/outside innovation teams, 61
- insight matrix: defined, 135–137; Netflix, 16–21; overview, 12–13; problem statement, 24, 27; rapid appraisal phase, 29, 139; what-works scan, 38
- Intelligent Memory*, 145
- interviews, rapid appraisal phase, 138
- introductions, rapid appraisal phase, 139
- intuition: expert, 9, 97–98; versus instinct, 97; strategic, 7–12
- Irwin, Inez, 149
- issue tree tool, 122–123
- iteration: rapid appraisal phase, 139; what-works scan phase, 141
- Jack Welch and the GE Way*, 148
- Jarmusch, Jim, 150
- Jobs, Steve, 50–51, 109–110
- Johnson, Steven, 90
- Kahneman, Daniel, 145–146
- Kandel, Eric, 8, 74, 145
- Kaplan, Robert, 82–83
- Kelley, Tom, 98–99
- Kelly, Kevin, 64–65
- Kerr, Steve, 148
- key informants: defined, 134; what-works scan phase, 140–141
- Kleemeier, Ulrike, 146
- Klein, Gary, 9, 98, 146
- Kotter, John, 83–85
- Kroc, Ray, 148
- Kuhn, Thomas, 90–91, 128, 144, 151–152
- lateral thinking, 104
- Leading Change*, 83–84
- learning-and-memory model: defined, 2; overview, 8–10
- Lego company, 61
- Lehrer, Jonah, 108
- Lenoir, Etienne, 33
- list options strategy, 123–124
- MacMillan, Ian, 122
- magnetic resonance imaging (MRI), 8
- Majgaard, Christian, 61
- Malseed, Mark, 108, 148
- management tools, 77–87; balanced scorecard, 82–83; benchmarking, 78; change management, 83–85; core competencies, 85–86; customer relationship management, 81–82; customer segmentation, 86–87; mission and vision statements, 80–81; outsourcing, 82; overview, 77–78; strategic alliances, 86; strategic planning, 79–80
- Managing for Results*, 125
- Mason, Malia, 145
- McGrath, Rita, 122
- Medawar, Peter, 144
- Memory: From Mind to Molecules*, 145
- mental blocks, personal innovation, 67
- meta-analysis, 32
- metrics, innovation, 54–55
- military strategy, as source for creative strategy, 146–147
- Milner, Brenda, 145
- mind mapping, 101–102
- Mintzberg, Henry, 122, 148
- mission and vision statement, 80–81
- moving assembly line technique, 33
- Mozart, Wolfgang, 109–110

- MRI (magnetic resonance imaging), 8
 Musashi, Miyamoto, 147
 mysterious memory, 97
- negative emotions: managing with
 creative strategy, 68–69; strategic
 intuition and, 10
- Netflix, 16–21
- network research, 57
- neuroscience, as source for creative
 strategy, 145
- Newton, Isaac, 144
- NGOs (nongovernmental
 organizations), 63
- Norton, David, 82–83
- Not-Invented-Here mentality, 102
- NYC Business Express Common Intake
 application, 65
- Ogawa, Seiji, 8, 145
- On War*, 146
- Open Innovation*, 90
- open innovation networks, 54
- orbital hybridization, 76
- organizing innovation, 53–58
- Osterwalder, Alexander, 94
- outsourcing, 82
- Page, Larry, 108
- Parker Hannifin, 51–52
- partial analysis, 129
- participants: creative combination
 phase, 142; rapid appraisal phase, 138;
 what-works scan phase, 140
- participatory strategic planning, 124–126
- Parting the Waters*, 149
- Pauling, Linus, 76
- personal innovation, 66–69
- Picasso, Pablo, 109
- Pigneur, Yves, 94
- play, as creative method, 102–103
- Porter, Michael, 115
- Pour Your Heart Into It*, 148
- The Practice of Management*, 124
- Prahalad, C. K., 85, 112
- precedents, 14, 16–21
- presence of mind stage, strategic
 intuition, 10
- problem solving, during
 implementation, 49–50
- problem statement, insight matrix:
 brainstorming and, 24; draft, 27;
 overview, 12
- procedures, innovation, 53–58
- product innovation, 59–60
- projections, project decision making
 and, 47–49
- Prototyping design method, 95
- psychology, as source for creative
 strategy, 145–146
- quality control, problem solving and,
 49–50
- quick-and-dirty benchmarking, 36
- R&D (Research and Development), 103
- rapid appraisal phase: actions, 138–139;
 defined, 13, 135; insight matrix, 137;
 overview, 22–31; participants, 138
- Raynor, Michael, 121
- research, problem solving and, 50
- Research and Development (R&D), 103
- resolution phase, creative strategy, 11, 15,
 46–52
- reverse brainstorming, 56
- The Rise and Fall of Strategic
 Planning*, 148
- Robinson, Ken, 88–90
- scenario planning, 126–127
- Scenarios design method, 95
- Schultz, Howard, 63, 148
- Schumpeter, Joseph, 147–148
- scientific method: overview, 127–128; as
 source for creative strategy,
 144–145
- Senge, Peter, 129
- service innovation, 59–60

- Seven Habits of Highly Effective People*, 119
- Simon, Herbert, 9, 146
- Sinclair, Marta, 145
- SIT (systematic inventive thinking), 106–107
- Six Thinking Hats*, 103–104
- Slater, Robert, 148
- social innovation: overview, 63–66; as source for creative strategy, 149
- social science methods, 32
- sources, what-works scan phase, 141
- Sources of Power*, 146
- Sperry, Roger, 7, 73
- Squire, Larry, 145
- standardized testing, 90
- Starbucks, 63
- stationary assembly line technique, 33
- Storytelling design method, 95
- Strachan, Hew, 146
- strategic alliances, 86
- strategic intuition, 7–12
- “Strategic Intuition”, 145
- “Strategic Intuition: East Meets West in the Executive Mind”, 147
- strategic planning, 79–80
- strategy methods, innovation, 111–130; analysis, 111–112; blue ocean strategy, 112–114; case method, 114–115; competitive strategy, 115–116; critical thinking, 116–117; execution, 117; experts, 118; gap analysis, 118–119; going from good to great, 119–121; innovator’s solution, 121–122; issue tree, 122–123; list options, 123–124; overview, 111; participatory strategic planning, 124–126; scenario planning, 126–127; scientific method, 127–128; SWOT, 128–129; systems thinking, 129–130
- strengths, weaknesses, opportunities, threats (SWOT), 128–129
- stress, managing with creative strategy, 68–69
- The Structure of Scientific Revolutions*, 90–91, 128, 144, 151
- structures, innovation, 53–58
- suggestion boxes (innovation competition), 91–92
- Sumner, W. G., 117
- Sun Zi, 10, 147
- Surowiecki, James, 90
- SWOT (strengths, weaknesses, opportunities, threats), 128–129
- systematic inventive thinking (SIT), 106–107
- systems thinking, 129–130
- teamwork, what-works scan phase, 140
- A Technique for Producing Ideas*, 148
- TED talks, 88–89
- “The Creative Response in Economic History”, 148
- “The Instability of Capitalism”, 148
- theory of inventive problem solving (TIPS; TRIZ), 106–107
- “The Process of Creative Destruction”, 148
- Thinking: Fast and Slow*, 145–146
- thought leader resource networks, 54
- time off, as creative method, 104
- TIPS (theory of inventive problem solving), 106–107
- Train Your Mind, Change Your Brain*, 145, 147
- treasure hunt, 36, 50, 78, 94. *see also* what-works scan phase
- trial and error creative method, 104–105
- TRIZ (theory of inventive problem solving), 106–107
- Trotter, Lloyd, 148
- Trotter Matrix, 148
- Uphill with Banners Flying*, 149
- venture boards, 53
- Vise, David, 108, 148

- visualization, 100–101
 Visual Thinking design method, 95

 Wack, Pierre, 126–127
 Wakin, Daniel, 149
 Wallace, James, 148
 Washkewicz, Donald, 51–52
 Welch, Jack, 25
 what-works scan phase: actions, 140–141;
 defined, 14–15, 135; insight matrix,
 137; overview, 32–39; participants,
 140; purpose, 140
Where Good Ideas Come From, 90
Who Says Elephants Can't Dance?, 148

Wider than the Sky, 145
Will in the World, 149
The Wisdom of Crowds, 90
 workplace environment, 107–108
 workshop agenda, creative combination
 phase, 142–143
 Wozniak, Steve, 50
 write-up, what-works scan phase, 141

 Young, James Webb, 148
 youth, as creative resource, 109–110
 Yunus, Muhammad, 64, 149

 Zen, 147

